



CITY OF CARLSBAD – AGENDA BILL

7

AB#	20,638	Amend the Envision Carlsbad Phase 2 Work Program	DEPT. DIRECTOR	GTB
MTG.	7/26/11		CITY ATTORNEY	JM
DEPT.	CED		CITY MANAGER	W

RECOMMENDED ACTION:

That the City Council ADOPT Resolution No. 2011-179 APPROVING an amendment to the City's agreement with Dyett & Bhatia for completion of Envision Carlsbad Phase 2.

ITEM EXPLANATION:

On August 4, 2010, the City entered into a professional services agreement with Dyett and Bhatia for completion of Envision Carlsbad Phase 2, which includes a work program, dated July 27, 2010, to update to the City's General Plan, Local Coastal Program (LCP), and Zoning Ordinance (GPA 07-02/LCPA 07-02/ZCA 07-01).

In response to recent City Council direction to staff, the work program for Envision Carlsbad Phase 2 is proposed to be amended in order to reduce costs and complete certain tasks sooner than provided for in the current schedule. Exhibit 2 summarizes the proposed amendments, which include:

- Separation of the Task 2 joint City Council and Planning Commission meeting into two meetings (one meeting with the Planning Commission to brainstorm alternatives, and one meeting with the City Council to update them on the project status and alternative plans).
- A reduction in the overall number of community workshops from ten to seven.
- Elimination of the community-wide survey (replace with a web-based community outreach);
- Phasing out the Envision Carlsbad Citizens Committee after Task 3;
- Involving the Planning Commission during Task 4; and
- Splitting adoption of the plans and ordinances into two phases, in order to ensure the next Housing Element is adopted in accordance with state requirements.

The recommended changes will not hinder the ability to meet the program's objectives; and although the proposed changes will reduce the number of community workshops, the work program will still maintain significant public involvement in the development of plans and ordinances. With the recommended changes, the update program will conclude approximately 4 ½ months sooner overall (December 2013 vs. May 2014) than currently projected, and will enable the next Housing Element update to be adopted by the state's deadline (April 2013).

Program budget:

The proposed changes to the work program will result in an overall cost savings of approximately \$139,843, as described below in the Fiscal Impact section. The recommended changes to the budget include the addition of a budget (\$8,900) for "additional meetings (as needed)." This new budget category will only be used if it is determined that additional meetings are necessary (i.e.

DEPARTMENT CONTACT: Jennifer Jesser 760-602-4637 jennifer.jesser@carlsbadca.gov

FOR CITY CLERKS USE ONLY.				
COUNCIL ACTION:	APPROVED	<input checked="" type="checkbox"/>	CONTINUED TO DATE SPECIFIC	<input type="checkbox"/>
	DENIED	<input type="checkbox"/>	CONTINUED TO DATE UNKNOWN	<input type="checkbox"/>
	CONTINUED	<input type="checkbox"/>	RETURNED TO STAFF	<input type="checkbox"/>
	WITHDRAWN	<input type="checkbox"/>	OTHER – SEE MINUTES	<input type="checkbox"/>
	AMENDED	<input type="checkbox"/>		

additional public meetings with the planning commission or city council may be necessary during the hearing process for adoption of the documents).

Optional Barrio Workshop:

The existing work program includes one workshop with the Barrio community, which was conducted on March 10, 2011, as part of Task 1 of the project. The work program also describes a second "optional" workshop with the Barrio community; however the second workshop is not funded in the current program budget. The purpose of a second Barrio workshop would be to seek the community's input on draft alternative plans for the Barrio area. The existing work program incorporates this task in the overall community workshops that will seek input from the entire community on draft alternative plans for the city as a whole, including the Barrio area.

If the City Council determines that a separate, second workshop with the Barrio community is desired, it could be funded by the proposed budget for "additional meetings." If the "additional meetings" budget is used to fund a Barrio workshop, there will still be sufficient funds in the "additional meetings" budget for two extra meetings with the Planning Commission or City Council, if necessary.

FISCAL IMPACT:

The recommended changes to the work program will result in an overall cost savings of approximately \$139,843. This cost savings is the result of the following:

- The \$1.395 million contract with Dyett & Bhatia will be reduced by \$50,843.70.
- An additional savings of approximately \$89,000 for costs outside the Dyett & Bhatia contract:
 - \$46,000 saved by not hiring temporary staff to assist with administrative duties, and not hiring a public outreach consultant to design and conduct various workshops.
 - \$43,000 saved by the elimination of printing and advertising costs associated with the workshops and community survey that are proposed to be deleted from the program.

ENVIRONMENTAL IMPACT:

The activities associated with Envision Carlsbad Phase 2 (public outreach, analysis, research, and preparation of draft documents) will not involve or result in any disturbance to the environment, and is categorically exempt from the California Environmental Quality Act (CEQA). CEQA Section 15306 describes the following activities as being exempt from environmental review:

"...basic data collection, research, experimental management, and resource evaluation activities which do not result in a serious or major disturbance to an environmental resource. These may be strictly for information gathering purposes, or as part of a study leading to an action which a public agency has not yet approved, adopted, or funded."

An Environmental Impact Report (EIR) will be prepared as part of Envision Carlsbad Phase 2, which will analyze the environmental impacts associated with the new General Plan, LCP, and Zoning Ordinance. The EIR will be prepared consistent with CEQA. Prior to City adoption of a new General Plan, LCP, or Zoning Ordinance, the EIR must be adopted by the City Council.

EXHIBITS:

1. City Council Resolution No. 2011-179 including Exhibit A (Envision Carlsbad Phase 2 Work Program Amendment).
2. Envision Carlsbad Phase 2 Work Program Amendment

RESOLUTION NO. 2011-179

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, APPROVING AMENDMENTS TO THE CITY'S AGREEMENT WITH DYETT & BHATIA FOR THE COMPLETION OF ENVISION CARLSBAD PHASE 2.

CASE NAME: ENVISION CARLSBAD

CASE NO.: GPA 07-02/LCPA 07-02/ZCA 07-01

The City Council of the City of Carlsbad, California, does hereby resolve as follows:

1. That the Carlsbad City Council authorizes the Mayor to execute amendments to the professional services agreement with Dyett & Bhatia for completion of Envision Carlsbad Phase 2. Said amendments shall be as described in attached Exhibit A.

2. That the funds for the amended Envision Carlsbad Phase 2 work program are available in the Community and Economic Development Department Budget for FY 2011-2012.

3. Following the execution of agreement amendment by the City, the City Clerk is directed to forward copies of this resolution and said amendments to Dyett & Bhatia, Attention: Rajeev Bhatia, 755 Sansome Street, Suite 400, San Francisco, CA 94111; and to the Community and Economic Development Department, Planning Division.

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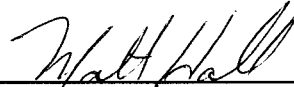
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1 PASSED, APPROVED AND ADOPTED at a Regular Meeting of the City Council
2 of the City of Carlsbad on the 26th day of July, 2011, by the following vote to wit:

3 AYES: Council Members Hall, Blackburn, Douglas and Packard.
4

5 NOES: None.
6

7 ABSENT: Council Member Kulchin.
8
9

10 
11 _____
MATT HALL, Mayor

12 ATTEST:

13
14 
15 _____
16 LORRAINE M. WOOD, City Clerk
17 (SEAL)

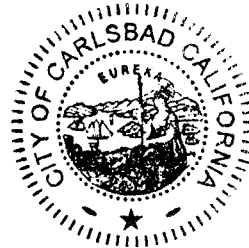


EXHIBIT A

**AMENDMENT NO. 1 TO AGREEMENT FOR COMPLETION OF ENVISION CARLSBAD
PHASE 2 (A COMPREHENSIVE UPDATE TO THE CITY OF CARLSBAD GENERAL PLAN,
LOCAL COASTAL PROGRAM, AND ZONING ORDINANCE, AND PREPARATION OF AN
ENVIRONMENTAL IMPACT REPORT)**

DYETT & BHATIA

This Amendment No.1 is entered into and effective as of the 27th day of July, 2011, amending the agreement dated August 4, 2010 (the "Agreement") by and between the City of Carlsbad, a municipal corporation, ("City"), and Dyett & Bhatia, a California Corporation, ("Contractor") (collectively, the "Parties") for completion of Envision Carlsbad Phase 2 (a comprehensive update to the City of Carlsbad General Plan, Local Coastal Program, and Zoning Ordinance, and preparation of an Environmental Impact Report).

RECITALS

A. The Parties desire to alter the Agreement's scope of work to reduce costs and complete certain tasks earlier; and

B. The Parties have negotiated and agreed to a supplemental scope of work and fee schedule, which is attached to and incorporated by this reference as Exhibit "A1", Scope of Services and Fee.

NOW, THEREFORE, in consideration of these recitals and the mutual covenants contained herein, City and Contractor agree as follows:

1. In addition to those services contained in the Agreement, as may have been amended from time to time, Contractor will provide those services described in Exhibit "A1".

2. City will pay Contractor for all work associated with those services described in Exhibit "A" on a time and materials basis not-to-exceed one million three hundred forty four thousand and four hundred ninety six dollars and thirty cents (\$1,344,496.30). Contractor will provide City, on a monthly basis, copies of invoices sufficiently detailed to include hours performed, hourly rates, and related activities and costs for approval by City.

3. Contractor will complete all work described in Exhibit "A1" by August 4, 2013; unless, pursuant to the provisions of the Agreement, the term of the Agreement is extended.

4. All other provisions of the Agreement, as may have been amended from time to time, will remain in full force and effect.

5. All requisite insurance policies to be maintained by Contractor pursuant to the Agreement, as may have been amended from time to time, will include coverage for this Amendment.

6. The individuals executing this Amendment and the instruments referenced in it on behalf of Contractor each represent and warrant that they have the legal power, right and actual authority to bind Contractor to the terms and conditions of this Amendment.

CONTRACTOR: **DYETT & BHATIA**

CITY OF CARLSBAD, a municipal corporation of the State of California

By: 
(sign here)

Rajeev Bhatia, President

(print name/title)

By: 
Mayor

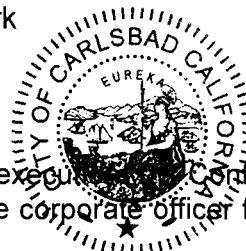
ATTEST:

By: 
(sign here)

Leslie Gould, Secretary

(print name/title)


LORRAINE M. WOOD
City Clerk



If required by City, proper notarial acknowledgment of execution of this Agreement by Contractor must be attached. If a corporation, Agreement must be signed by one corporate officer from each of the following two groups:

Group A
Chairman,
President, or
Vice-President

Group B
Secretary,
Assistant Secretary,
CFO or Assistant Treasurer

Otherwise, the corporation must attach a resolution certified by the secretary or assistant secretary under corporate seal empowering the officer(s) signing to bind the corporation.

APPROVED AS TO FORM:

RONALD R. BALL, City Attorney

BY:  7-19-11
Assistant City Attorney

Envision Carlsbad Phase 2 Work Program Amendment

Amendments to the Envision Carlsbad Phase 2 Work Program, dated July 27, 2010, are indicated in the text below using underline for new insertions and ~~strikeout~~ for deletions.

AMENDMENTS TO SECTION 3 (Pages 6-11)

3 Community and Decision-Maker Involvement

At the outset of the process, City staff will develop a Phase 2 Communications Plan that will establish firmer dates for the various public/decision-maker participation activities, and more clearly delineate consultant and City staff roles particularly in regard to distributed outreach materials (mailings, web, etc). The anticipated public and decision-maker participation activities are illustrated in detail in the Task Summary graphic (page 13) and the Phase 2 Schedule graphic (page 59), and are described throughout the text of Chapter 4: Scope of Work. Public and decision-maker participation activities will be refined with EC3 input, and as the process moves forward. A summary description of community participation activities is provided below.

3.1 Decision-Maker Roles and Meetings

ENVISION CARLSBAD CITIZENS' COMMITTEE (EC3)

The EC3 will continue to be a principal body that will shepherd the Phase 2 process. It will provide leadership; review City staff and consultant research and technical analyses; and in hands-on, interactive workshop-style meetings, provide direction on General Plan policies, and guide development of alternatives and a Preferred Plan (for the General Plan). The EC3 will focus on input, review, and "buy-in" to carry out the Vision, rather than deliberating in detail on precise policy and program wording. EC3 members will also serve as conduits to their respective constituencies, informing them about the Phase 2 program and how the public can participate, distributing workshop flyers and other information about Phase 2, and encouraging participation in the process.

The EC3's role will largely focus on development of the General Plan Preferred Plan in alignment with the Vision. ~~The policies developed in the General Plan will guide development of the Local Coastal Program and the Zoning Ordinance. The EC3 role in the Zoning Ordinance update consists of an early workshop on zoning issues and options, while their role in the Local Coastal Program update consists of a review of the administrative draft LCP before it goes to the public and the Coastal Commission. The Planning Commission will generally serve as the sounding board for more technical zoning issues.~~

The EC3 will meet an average of once a month, with the exception of holiday periods, although the EC3 may meet twice in close sequence when the Preferred Plan is being compiled. The EC3 role will be complete when City Council has ~~adopted~~accepted the General Preferred Plan, ~~Local Coastal Program, and Zoning Ordinance. In the 29 months leading up to the Planning Commission and City Council hearings,~~ The EC3 will meet approximately 25-11 times—19 of these meetings are shown on the graphic schedules (in chapters 4 and 5 of this Work Program), while the remaining six provide flexibility for additional meetings as needed. To ensure that the

~~project stays on schedule, if the EC3 is unable to conclude a planned agenda for a meeting, additional meeting(s) may need to be scheduled rather than waiting for the next regularly scheduled meeting.~~

CITY COUNCIL AND PLANNING COMMISSION

The City Council and the Planning Commission will be active participants and provide direction at all key stages of the process. Rather than simply reviewing finished products, the work sequence is structured such that as background research is completed, or as public input on alternatives is gathered and synthesized, the City Council and/or the Planning Commission will review this information and provide broad direction to the EC3 and the project team. Decision-makers will also be involved in reviewing key policy proposals. Ultimately, public hearings will be held for Commission recommendation and Council adoption of the General Plan, Local Coastal Program, and Zoning Ordinance, and certification of the Environmental Impact Report.

It is anticipated that the City Council and the Planning Commission will meet about ~~40-42~~14 times before the public hearings. The consultant will participate in ~~six-eight~~ of these meetings, and there may be additional periodic briefings by staff. One of these meetings will be a Housing Commission meeting for the Housing Element. The Planning Commission will be directly involved in the General Plan and Zoning Ordinance update, reviewing key issues and proposals, and interim drafts which will be provided to them in four or five sections. The Scope of Work also includes consultant attendance at ~~four-six~~ public hearings for adoption of the documents; these ~~four-six~~ may be with Planning Commission, City Council, and/or Coastal Commission. Overall, the consultant will attend ~~ten-fourteen~~ Commission/Council meetings/hearings; additional meetings/hearings will be attended by staff.

OTHER COMMISSIONS, BOARDS, AND COMMITTEES

Because the General Plan touches upon all aspects of City operations, other commissions, boards, and committees will be involved in the process of preparing the General Plan, Local Coastal Program and Zoning Ordinance; particularly in regard to topics that are closely related to their roles—for example, the Historic Preservation and the Arts commissions will be involved in development of the History, Arts, and Cultural Resources Element of the General Plan. City staff will directly lead coordination with these commissions and boards; the consultant will be present for a limited number of these meetings.

3.2 Community Meetings and Outreach

The extensive community outreach that occurred during Envision Carlsbad Phase 1 established a firm foundation for moving forward with Phase 2. As a brief recap, Phase 1 outreach obtained input from over 7,000 households by mail-in survey, over 265 community members by public workshop, and 81 different organizations by stakeholder interview, organizations representing, but not limited to, biotech, real estate, hospitality, manufacturing, lagoon preservation, libraries, medical centers, and sports leagues. During Phase 2, the outreach program will keep these contributors involved in the process, and seek input from those who have yet to become involved. One of the primary objectives of outreach in Phase 2 will be to gain community input on the alternatives for a Preferred Plan, such as desired land uses, mixes, and development intensities in different parts of the city, and transportation priorities. Additional focused outreach will be conducted specific to the Housing Element, Zoning Ordinance, and Environmental Review, in the

form of forums, workshops, or open houses. Finally, community members will be invited to all public meetings and hearings.

MULTIFACETED OUTREACH

The Phase 2 community outreach program will be multi-faceted, including community workshops, open houses, stakeholder meetings, and neighborhood and key group meetings. Additionally, ~~a community survey on alternative plans will be prepared, and newsletters will be prepared to keep the community informed.~~ The website will be actively maintained, and all materials will be accessible through the web. Periodic emails will be sent to update community members on Phase 2 progress. In addition, use of Facebook (such as an Envision Carlsbad Fan Club group) or other online public forum will be explored in lieu of or in addition to emails. Staff will also consider whether it would be helpful to televise EC3 meetings or include them in webcasts to provide more opportunity for community members to stay in touch with the process.

STAFF/CONSULTANT COLLABORATION

We have proposed elements of a community participation program consistent with our community outreach conducted for Phase 1, as well as our experience preparing General Plan updates, Zoning Ordinances, Housing Elements, and other similar documents for other communities. To ensure cost effectiveness and to maintain and enhance staff-community connections throughout the process, the outreach program will be directed by staff, with consultant participation primarily at EC3 meetings, key Planning Commission/City Council meetings, and major workshops and open houses.

COMMUNITY WORKSHOPS AND OPEN HOUSES

Although Task 1 will mostly consist of background technical work, in late 2010/early 2011, prior to the completion of Working Paper #6, one or two workshops will be held to gain specific input on existing conditions and planning issues for the Barrio neighborhood (one workshop will involve the consultant and is reflected in the scope; a second as necessary could be scheduled as one of the budgeted "additional meetings (as needed)"~~would be run by City staff~~). Task 2 will kick off with one workshop for stakeholders from the development community to give input on land use and policy direction feeding into the General Plan. In Task 3, General Plan and policy alternatives (provided in an Alternatives Report prepared at the conclusion of Task 2) will be brainstormed with the entire community in a round of ~~four~~two workshops that will focus on the land use and policy options related to the Vision and to other important issues or areas of significant change or controversy. The Alternatives report will be made available to the public online at least two weeks prior to the workshops so that the public can review it. This feedback will inform preparation of the Preferred Plan (Task 3). In addition, a stakeholders' session will be held at the outset of the Housing Element Update process, and an open house will be held specifically for the element when it is completed. During Task 10, public hearings on the General Plan, Housing Element, LCP, and Zoning Ordinance will all be preceded by a single, comprehensive open house ~~coinciding with the last EC3 meeting~~, where information will be arranged in "stations" (each focusing on a Vision core value, for example) where community members can review material, query planners, and provide input. ~~The budget assumes one additional "floating" public workshop/open house will be needed, to be scheduled as~~ an additional public workshop/open house may be scheduled as one of the budgeted "additional meetings (as needed)".

STAKEHOLDER INTERVIEWS AND AGENCY CONSULTATIONS

Phase 2 stakeholder interviews, agency consultation meetings, and stakeholder forums will begin as early as October 2010, undertaken for Task 2/5 (housing and development communities), Task 6 (Draft LCP), Task 7 (Master, Specific, and Area Plans Update), and Task 8 (Zoning Ordinance Update). An important aspect of the consultation process is to develop a comprehensive consultation list that includes neighboring jurisdictions, regional agencies such as SANDAG and the Airport Authority, state agencies such as Caltrans and the Coastal Commission, and inter-jurisdictional groups such as school districts. In addition, we will ensure that the requirements of SB 18 are met by consulting with Native American tribes from the beginning of the process.

The consultant team will be involved in conducting the stakeholder workshops/meetings for the development community/Housing Element and the Zoning Ordinance, and will also participate in one face-to-face meeting with California Coastal Commission staff (not indicated on the graphics). Other stakeholder outreach will be conducted by staff, including follow-up consultation meetings with the Coastal Commission as necessary to ensure their active involvement and productive input on the project.

NEIGHBORHOOD AND KEY GROUP MEETINGS

As the Draft General Plan is developed, meetings focused on specific topics may be held. These may be in the form of meetings with key constituencies, or on specific policy topics. These meetings may be held in conjunction with other forums to energize participants, such as Chamber of Commerce meetings, other City commission meetings, Palomar Airport Advisory Committee meetings, lagoon group meetings, the Carlsbad Village Association meetings, School District meetings, Imagine Carlsbad meetings, etc. A table may be set up at the farmers' market, street fairs, and other community events as another way to reach the public on their own ground. Neighborhood Briefings/Key Group Meetings are not shown on the schedule graphic, but may be added as the schedule and participation program are refined. These will primarily be staff-led efforts, with consultant team participation defined by the effort shown on the budget.

NEWSLETTERS

Newsletters will be prepared periodically to keep community members apprised of the status of the process, major milestones, emerging ideas, as well as to announce upcoming opportunities for participation. Examples of possible newsletter themes include announcement of the start of Phase 2, Alternative Plans (workshops announcement), Draft General Plan and Housing Element (Open House announcement), Zoning Ordinance, and Environmental Review (EIR public hearing announcement). The newsletter on alternatives could also include the survey. The newsletters will be designed by the City communications office, using content (text, drawings, map figures, etc.) and design input provided by the D&B team.

SURVEY

~~A survey is assumed to be included in Phase 2 for the purposes of gathering broad community feedback on potential land use and policy alternatives developed in Task 2, and to be refined in Task 3. The Scope of Work provides several options for this effort.~~

WEBSITE

Similar to the website role in Phase 1, in Phase 2 it will continue to serve as an engaging outreach forum and repository of information, including technical reports and documents, outreach

materials (such as forum presentations and EC3 meeting presentations), and results of the survey and community workshops. The project e-mail list will be maintained and updated, and a Facebook fan club and/or other interactive forums will be explored as a tool to broaden outreach. The website will continue to be staff-maintained.

EIR SCOPING MEETING

A public scoping meeting on the EIR will be held (Task 9), and community members and agencies will be able to provide comments on the Draft EIR during the public review period. This meeting appears as the eighth scheduled community workshop/open house on the diagrams. A Planning Commission meeting could also be held during public review to collect oral comments.

3.3 Meetings Summary

The table below summarizes the number and distribution of workshops/open houses, EC3 meetings, and Planning Commission/City Council meetings anticipated to be attended by Dyett and Bhatia and/or staff in this scope of work. Meetings that will occur during Phase 2, which are not indicated in this table, include stakeholder interviews/meetings to be conducted in Tasks 7 and 8, Technical Advisory Committee meetings, and other meetings not planned to be attended by Dyett and Bhatia.

	<i>Workshops/ Open Houses and Community/Stakeholder Meetings</i>	<i>EC3 Meetings</i>	<i>PC/HC/CC Meetings/Hearings</i>
Task 1	1	56	
Task 2	1	3	1 PC 1 CC
Task 3	42	2	21 PC 1 CC
Task 4		4	2 PC
Task 5	21	4	31 HC 1 PC 1 CC
Task 6		4	
Task 7		4	
Task 8		4	4 PC
Task 9	1		1 PC
Task 10	1	4	63 PC 3 CC
Subtotal Scheduled	107	1911	1720
<i>Additional Floating</i>		6	
Consultant Attending	107	2511	1014

Note: If additional community, EC3 or decision-maker meetings are determined to be necessary, "additional meetings (as needed)" are included in the program budget.

AMENDMENTS TO SECTION 4 – TASK SUMMARY (Page 12)

See attached.

**AMENDMENTS TO SECTION 4 – TASK 1
(Meetings Summary at bottom of Page 21)**

Meetings: *Barrio Neighborhood Community Workshops (one with consultants; a second staff-led, if necessary)*
EC3 Meetings (#6)
Boards and Commissions (staff led)
TAC Meetings (64; no consultant participation)

AMENDMENTS TO SECTION 4 – TASK 2 (Pages 22-25)

TASK 2: PLAN AND POLICY ALTERNATIVES

The objective of this task will be to translate the conclusions from Task 1, as well as results of the community outreach from Phase 1, into alternative land use and circulation patterns. Decision-makers and EC3 members will be the drivers for shaping the alternatives, and provide direction to the planning team by engaging in hands-on workshops.

This task will be conducted in two parts:

- *Plan Formulation. Building on the identified issues, and opportunities and constraints, approximately three “sketch plans” illustrating alternative land use patterns, with supporting circulation system, for the Planning Area will be formulated (it may be more or less depending on need, but this work program assumes three). Even if the actual street pattern does not vary among alternatives, different land use patterns may generate different transportation use patterns.*
- *Plan Evaluation. An evaluation of the alternative sketch plans will be conducted, so informed decisions can be made. A key component of this task will be assembling a set of performance measures to evaluate the alternatives. The attempt will be to translate each of the core values into one or more metrics, recognizing that some of the values (such as neighborhood character) may lend themselves to qualitative rather than quantitative evaluation.*

City Staff Role: City staff will be involved in all steps of this task, including brainstorming, review and presentation.

- A. Workshop with the Development Community (Staff; D&B).** A workshop will be held with the development community to ensure that a broad range of perspectives is taken into account in the composition of potential land use alternatives. Major land owners, business owners, and other development stakeholders will be invited to attend, building on the outreach conducted in Phase 1.
- B. Conduct Planning Commission/City Council Joint Workshop to Brainstorm on Alternatives (Staff; D&B).** At this meeting, a summary of the working papers assessment will be provided, with the bulk of the time reserved for decision-maker brainstorming on the alternatives. The goal will be to have decision-makers engage in a dialogue about the possibilities for development and redevelopment, so that these ideas can be captured in the alternatives.

C. Conduct EC3 Workshop on Defining Alternative Plans (Staff; D&B). Decision-maker input will be reviewed, and a “world café” style workshop will be held with the EC3 members to brainstorm about defining the alternatives, as well as performance measures that will be used for their evaluation.

D. Update/seek input from City Council on status of alternative plans. The City Council will be provided with an update on the status of the alternative plans development. Input on received from the development community, Planning Commission and EC3 on the alternative plans will be presented to the City Council.

D.E. Define Preliminary Alternative Plans (D&B). Decision-maker and EC3 brainstorming input will provide a foundation for the land use/transportation alternatives. A series of alternative land use maps will be prepared. Alternatives could be structured around “themes,” such as “core focus” or “distributed development.” Items that have been conclusively identified as critical to the community—such as open space—may be emphasized in all of the alternatives, but the manner in which this is carried out may vary.

The alternatives will be sufficiently developed to show the community and decision-makers clear choices among major land use options. Alternatives will incorporate urban design concepts and will explore land use arrangements, mixes, locations of centers and activities to support neighborhood revitalization, promote livability, enhance sustainability, and help achieve the core values. To the extent possible, alternatives information will be presented in the form of maps, tables, and charts.

E.F. TAC Meeting. The TAC will meet to review the preliminary Alternative Plans, and following which any needed revisions will be made before EC3 review.

F.G. Review Preliminary Plans with EC3 (Staff; D&B). The preliminary Alternative Plans will be reviewed twice with EC3 in a workshop-like setting; the first meeting will look at the complete alternatives comprehensively, while the second meeting will focus on the Barrio neighborhood more specifically.

G.H. Evaluate Alternative Plans. Impacts of the plans will be quantified. Relative merits and disadvantages of the alternatives will be assessed, based on how well they reflect the core values of the Vision. For each core value, performance criteria will be selected from readily available and accepted sources, recognizing that not all core values lend themselves to objective assessment. However, quantitative measures related to several topics—transportation, land use, population, housing, employment, greenhouse gases, environmental, and fiscal—will be compiled and presented to enable informed discussion and decision-making. The emphasis of the evaluation will be on succinct, understandable information, with use of tables and charts, rather than large volumes of technical analysis and text. Evaluation topics will include:

- ***Land Use, Population, and Employment (D&B).*** Comparative impacts in terms of population, housing, and jobs, and compliance with Growth Management Proposition E will be prepared for presentation in narrative and tabular form.

- **Transportation (F&P).** Traffic forecasts will be prepared for the alternative land use scenarios. Trip generation estimates will be prepared for the land use growth anticipated under the alternative land use scenarios. Future trips will be distributed and assigned to the street system. Citywide transportation measures such as vehicle miles traveled, hours of delay, and numbers of trips generated will be calculated for each of the three alternatives and will be used to assist in comparing and contrasting the effects of the alternatives. Differences on impacts on pedestrian and bicycle movement will be analyzed.
- **Livability/Smart Growth (D&B, F&P support).** Impacts of the alternatives will be evaluated at a quantitative level (for traffic, walkability/access to stores and open space, jobs/housing balance, etc.), and qualitatively where appropriate. These criteria will be developed in conjunction with staff.
- **Fiscal Model and Evaluation (RSG).** Using the City's operating budget, the capital improvement program(CIP), and the development impact fee program (it is anticipated that the operating budget and CIP will be for the adopted 2010/11 budgets, and the development impact fee program will be the most current), RSG will identify municipal costs and revenue factors, and development impact fee rates, and use these factors, as well as other information provided by the City, in preparing a long-range General Fund fiscal impact model. The model will provide projections of department-level revenues and expenditures over the time period of the General Plan under a base case (i.e., continuation of current trends) and a reasonable number of alternative scenarios. RSG will then identify resulting municipal revenues, municipal service costs (public safety, recreation, development services, and general government), and development impact fees associated with each land use proposal. Once the model is oriented with City of Carlsbad specific factors, RSG will then test various land use alternatives based upon the land use option proposals. In order to provide a comprehensive understanding of municipal revenues and expenses, RSG will also input existing developed land use data provided by D&B and establish baseline revenue and expenditure forecasts for those lands uses that are not anticipated to change or to be significantly redeveloped, during the planning period used in the General Plan update. RSG will consider presenting the fiscal analysis results in a format similar to the annual 10-year forecast for the General Fund, with which the City Council is already familiar.
- **Environmental (Dudek, D&B).** Impacts of the alternatives on environmental resources will be evaluated, including natural resource communities, quantification of greenhouse gas emissions, and potential safety conflicts such as with airport land uses.

H.I. TAC Review of Draft Alternative Plans Report. The TAC will review the Alternative Plans Report before public review.

I.I. Prepare Final Alternative Plans Report (D&B). The alternatives, their organizing principles, as well as the evaluation, will be summarized in a working paper. Following staff and TAC review of an administrative draft, the Alternatives Plan report for will be prepared, which will be review by the public during Task 3.

Meetings: *Development Stakeholders Workshop (1)*

City Council/Planning Commission Joint Workshop to Brainstorm on Alternatives
City Council status update

EC3 Workshops (3)

TAC Meetings (2)

Products: *Preliminary Alternative Plans*
Fiscal Model
Workshop Materials on Alternatives
Alternative Plans Report

AMENDMENTS TO SECTION 4 – TASK 3 (Pages 25-28)

TASK 3: PREFERRED PLAN

In this task, a Preferred Plan will be developed and refined in collaboration with the community and decision-makers. Choices and tradeoffs will be discussed with the public during community workshops. The selection of a Preferred Plan will create a framework within which new policy language can be developed for the General Plan. Much of the focus of choosing a Preferred Plan will revolve around the Vision and other major issues identified such as economic sustainability and growth, and achieving a self-sustaining mix of land uses. Additionally, framework concepts or key goals for the individual elements of the General Plan will be developed to provide a bridge to detailed policy-making.

Staff Role: Much of the initial work on this task will be outreach to the community at large, as well as organizations, to get feedback on the alternatives and direction for a Preferred Plan. This outreach will largely be a staff-led effort, with consultant support on the four citywide community workshops, as well as a community survey. The consultant team will summarize results of the four community workshops and the community survey; staff will be responsible for correlating this with feedback from other groups and organizations, and providing a unified direction on Preferred Plan.

- A. Prepare Newsletter on Planning Alternatives (D&B).** This newsletter will summarize the key alternatives being considered for the General Plan, and could be combined with the survey. Opportunities for public input will also be included. The City will be responsible for printing and mailing.
- B. Citywide Workshop on Alternatives (D&B, Team).** City staff and consultant team will lead ~~four~~^{two} community workshops (~~one in each zip code~~) to discuss and compare the alternative plans. The format for the public workshop will be reviewed with City staff, but is likely to be small groups focused on specific issues, who then present their findings and preferences to others in an open forum. This format will also allow the EC3/decision-makers to gauge public reaction before decisions are made. Community-specific issues can be addressed in targeted discussions with area residents or with specific groups by City staff.
- C. Barrio Neighborhood Workshop on Alternatives (Optional).** If desired, a ~~fifth~~ workshop will be held focused on getting feedback on alternatives for the Barrio neighborhood.
- D. ~~Survey and Web-Based Feedback (BWR; D&B support).~~** ~~Along with the newsletter (Subtask 3.A above) a mail-in survey will be sent to obtain community feedback on alternatives. In addition to the overall alternatives, the survey may ask community members specific questions about individual components (such as parks) or about specific Focus Areas. Web-based technology, such as an online survey, UserVoice voting, or other feedback tool—will also be explored as a way to obtain additional community input on the alternatives. The EC3 will have the opportunity to review and comment on the survey tool prior to distribution. Results of the survey will be coded and analyzed. Three options for conducting this survey are presented below by BWR, with cost comparisons.~~

Exhibit A1 - Envision Carlsbad Phase 2: **Work Program Amendment**

Option 1: Representative Sampling

This option would provide a representative sampling of Carlsbad residents from an n=400 (+/- 4.88% margin of error, given a 95% level of confidence) to n=800 (+/- 3.44% margin of error, given a 95% level of confidence) residents of Carlsbad. This sample would represent the City's population by age, ethnicity, geographic distribution (zip code) and gender. This could be done using phone and online surveys. If the survey requires visual cues, a sampling of surveys can be mailed and/or emailed with phone follow-ups and recruitment.

- **Advantages:** This approach is the most reliable in gathering a sample that accurately reflects Carlsbad's resident population.
- **Disadvantages:** This approach will not give every resident the opportunity to provide their feedback.
- **Research Fee Estimate:** n=400, \$19,725; n=600, \$23,825. This would include survey design, pre-testing, all data collection costs, data analysis and a written report.
- **Additional Costs:** None

Option 2: Limited Census Approach

This option would begin with sending a postcard to every resident to complete an online survey or call a 1-800 number to receive a mail version of the survey. After the initial wave of completed surveys have been gathered, BWR would sample those residents that were under-represented after the initial wave of completed surveys.

- **Advantages:** This approach provides all households with mailing addresses the opportunity to participate in the survey, but most of the research resources are put towards developing a representative sample that accurately reflects Carlsbad's entire population.
- **Disadvantages:** This approach will take more time than Option 1, extending out the time allocated for community feedback on alternatives, unless oversampling of likely underrepresented population groups (such as younger people) is done at the outset in anticipation.
- **Research Fee Estimate:** n=600 (a minimum of 600, likely to be more based on online participation) \$21,895. This would include survey design, pre-testing, all data collection costs, data analysis, and a written report.
- **Additional Costs:** Cost of mailing out a postcard to all residents.

Option 3: Full Census Approach (Staff-Preferred Approach)

This option would be similar to the approach done in the first phase of Envision Carlsbad, where the survey was mailed out to all households. A variation could be to send out first a postcard to increase the number of online completes and then mail out surveys to all residents who did not complete an online survey; however, this two-step process will add to the time.

- **Advantages:** This approach provides all households with mailing addresses the opportunity to participate in the survey.

- ~~**Disadvantages:** While the overall number of completed surveys will be highest under this approach, this approach is typically less representative as different sub-populations have different levels of participation. This process uses more resources (paper, total costs, including research fee and printing and postage; however, if done with a citywide newsletter, then this will not be the case) and, if a two-step process (postcard, followed by a mail survey) is used, takes more time than the other approaches.~~
 - ~~**Research Fee Estimate:** \$12,500. This would include survey design, pre-testing, data analysis, and a written report. Depending on the length of the survey and the number of open-ended questions, BWR would charge .75 cents to \$1.50 for each mail survey that is returned and processed.~~
 - ~~**Additional Costs:** Costs of mailing postcards and/or surveys to all residents (however, if combined with newsletter on alternatives, additional cost will be minimal).~~
- E. City Council/Planning Commission Briefing on Alternatives and Community Feedback (D&B, Team).** Decision-makers will be briefed on the alternatives, their impacts, and community reaction to them, so decision-makers can weigh in or provide specific direction to the EC3 should they so desire.
- F. EC3 Meeting on Defining Preferred Plan (D&B).** Community feedback on the alternatives and decision-maker briefing (subtask D) will be used as the basis for the Preferred Plan, which will be defined in an interactive working session with the EC3. Much of the focus of creating a Preferred Plan will revolve around implementing the Vision core values and achieving a balanced mix of land uses based on identified need. All of the Focus Areas will be systematically explored to make sure that in addition to buy-in into the big picture, there is agreement on how this is carried out in individual areas. This discussion will also be used to form key policies or “framework concepts” that will be translated into policies. The Preferred Plan will consist of a land use/circulation diagram accompanied by a short description.
- G. Prepare Policy and Framework Concepts (D&B, Team).** Key goals or guiding policies and “framework concepts”—short narrative text that will be later translated into goals and policies—will be prepared in a memo format. These will synthesize information gathered to date and assist EC3 members in bridging the gap between Preferred Plan and detailed policy development.
- H. Prepare Memo on General Plan/Local Coastal Program/Zoning Integration Structure (D&B).** This memo will encapsulate organization of the General Plan, LCP, and Zoning Ordinance, in particular related to the legal requirements of the LCP. Critically, this memo will define how the California Coastal Commission will use the LCP, and how the organization of all three documents will ensure that the California Coastal Commission is clear about which parts of the planning documents fall under their purview. Initial outlines of the documents will be included.
- I. TAC Meeting.** The TAC will meet to review the preliminary Preferred Plan and the memo on documents structure and integration, following which any needed revisions will be made before EC3 review.

J. Review and Refine Preferred Plan and Key Goals with the EC3 (D&B; Team). The EC3 meeting (subtask E, above) will be used to prepare a Draft Preferred Plan. Development resulting from this Preferred Plan will be quantified, and reviewed together with concepts and key goals (from subtask F, above). It is likely that discussion of the Preferred Plan and the key goals will be accomplished over two meetings. Overall structure of the documents (General Plan, LCP, and Zoning Ordinance) will also be reviewed.

K. Present Draft Preferred Plan and Key Goals/Guiding Policies to Decision Makers (D&B). The Preferred Plan and the goals will be presented and reviewed with the Planning Commission/City Council. Choices and tradeoffs may also be discussed regarding the integration of the General Plan, LCP, Zoning, and existing specific and master plans. City Council acceptance of the Preferred Plan will establish the basis for formulating detailed Plan policies.

L. Prepare Newsletter #2: Preferred Plan and Key Goals (City).

Meetings: Community workshops on alternatives (4~~2~~)

EC3 Meetings on Preferred Plan and Key Policies (2)

City Council/Planning Commission (2)

TAC Meeting (1)

Products: Newsletter #1: General Plan Alternatives

Workshop Materials

Community Survey and Report on Community Survey Preferred Plan

Preferred Plan and Key Goals/Policies

Memo on GP/LCP/Zoning Integration Structure

Newsletter #2: Preferred Plan

AMENDMENTS TO SECTION 4 – TASK 4 (Page 29)

Community Vision. We will include both “guiding policies” (or goals) and “implementing policies,” the latter forming a concrete, realistic, and feasible basis for implementing ordinances or amendments to existing ordinances. Preparation of the Draft General Plan will be conducted in parallel with the Draft EIR, so that any necessary mitigation can be folded into Plan policies to ensure that the Plan is “self-mitigating.”

The Draft General Plan will be structured in such a way that the average citizen will find it meaningful, useful, and understandable. Chapters may correspond closely with the Vision core values or sustainability principles (environment, economy, equity), rather than using traditional elements such as “land use” and “open space”. In this case, compliance with State law requirements for elements would be shown in a matrix form. A traditional elements approach could also be used; decision on the appropriate structure and the General Plan outline will be made as the final products from Task 3 (overall structure of the various documents, and key General Plan goals) are being developed. Regardless, the General Plan will be structured to implement the Vision and will reflect requirements for the State-mandated seven elements (Land Use, Transportation, Safety, Conservation, Open Space, Noise, and Housing (see Task 5). Consideration will be given to the formulation of “optional” elements which are permitted by State law and which may help the General Plan achieve the Vision. In the outline provided below based on the Vision core values, already represented are examples of “optional” elements related to economic development, sustainability, and cultural resources. While short background material will be provided as needed to set the stage for each element, the General Plan will largely consist of goals and actionable policies (along with maps, photographs and illustrations, as appropriate), rather than lengthy text on existing conditions. As policies are developed, ~~EC3~~ Planning Commission input will be sought.

City Staff Role: City staff will provide policy input and direction to the consultant team, and will be involved in ~~reviewing and providing direction as EC3-Planning Commission review meetings are held,~~ and in reviewing and providing direction when the full Draft General Plan is compiled. City staff will also act as a liaison with various commissions and other groups, as necessary, as policies are developed.

- A. Prepare Outline (D&B).** A detailed outline for the General Plan (including a list of figures) will be prepared and reviewed with City staff. Topics that will be covered in each chapter will be identified, and a “mock-up” section will be prepared for staff approval.
- B. Establish Plan Forecasts (D&B).** Forecasts of land use and population changes that will occur at General Plan horizon year (likely for horizon year 2035 or 2040) will be prepared.
- C. Evaluate Transportation Improvements of Draft General Plan Land Uses (F&P).** Using the SANDAG travel demand model, F&P will use horizon year conditions traffic forecasts to identify the roadway infrastructure needs to support future growth, while balancing needs of a variety of modes.

AMENDMENTS TO SECTION 4 – TASK 4 (Page 33)

- ***Neighborhood Revitalization and Livability.*** This element will provide direction for rejuvenation of neighborhoods in the city's core, identify the location and intensity of uses, and provide policies that would result in developments that are appropriate to the character and setting. Proposition E Growth Management mandates will be acknowledged, as well as implementation of current Housing Element programs. Topics in the element may include:
 - Land use vision;
 - Land use classifications; density/intensity standards (including land use map on the city's parcel base);
 - Connection to the Housing Element;
 - Neighborhood(s) connectivity;
 - Population and job holding capacity; jobs/housing balance;
 - Detailed policies for Barrio Neighborhood;
 - Policies for new mixed-use areas;
 - Policies for other areas, such as residential neighborhoods, office and business park districts, and for amenities such as community gathering places;
 - Financing sources and strategies such as sales tax, TOT, etc.; and
 - Land use compatibility in the McClellan-Palomar Airport Influence Area consistent with the Airport Land Use Compatibility Plan.
- D. Implementation and Monitoring (D&B).** The General Plan implementing policies will constitute the Implementation Program for the General Plan. If so desired, these can be assembled into an independent document/matrix, so implementation can be tracked and programs easily prioritized. In addition, statutory requirements for annual General Plan reports will be included. Major capital improvements resulting from the General Plan—parks, streets/bikeways, water/wastewater system improvements—can also be compiled into a list, so that the City can prioritize timing and improvements.
- E. ~~EC3-Planning Commission~~ Meetings.** Some policy issues must necessarily be considered and resolved during the preparation of the General Plan. The ~~EC3-Planning Commission~~ will convene as needed (likely 42 meetings) to provide the project team with planning policy direction, including ~~—Policies for the Barrio neighborhood will be discussed by the EC3 as part of the regular meetings or in one or more meetings specifically devoted to the topic.~~
- F. TAC Meetings.** It is likely that the TAC will meet several (potentially about four) times as policies are developed and refined.
- G. Prepare Public Review Draft General Plan.** The Administrative Draft presented for staff review will be revised after City staff provides a consolidated set of comments.

Meetings: ~~EC3~~Planning Commission Meetings (42)
TAC Meetings (4)

Products: General Plan Outline
Administrative Draft General Plan

AMENDMENTS TO SECTION 4 – TASK 5 (Pages 37-38)

An Administrative Draft will be prepared and then revised based on a consolidated set of City staff comments. The Draft Element will then be presented to the Planning Commission for review and comments prior HCD review.

- ~~*Community Outreach.*~~ Development of a Housing Element that responds to community needs and receives community acceptance requires significant public input. In addition to opportunities to explore housing issues at other forums held in conjunction with the General Plan, one community workshop focused on housing will be held; this could be in form of a “housing summit”. Additionally questions pertaining to housing can be included as part of the survey on the alternatives.
- ***Administrative Draft Housing Element.*** Based on the assessment of housing needs, constraints, and opportunities, as well as past accomplishments, the current Housing Element will be comprehensively revised to:
 - Inventory housing resources and constraints, including analysis of population and household characteristics and needs, land availability, governmental and non-governmental constraints, special housing needs, energy conservation opportunities, and existing subsidized housing at risk of converting to market-rate housing;
 - Demonstrate site development capacity equivalent to, or exceeding, the projected housing need in the RHNA;
 - Make available sites at adequate densities and development standards to facilitate and encourage a variety of housing types for all socioeconomic segments of the community, including those with special needs;
 - Improve and preserve the city’s existing affordable housing stock;
 - Facilitate and encourage the provision of new affordable housing to meet the needs of low and moderate income households;
 - Work to maintain the small town residential feel of existing neighborhoods;
 - Review the previous element’s goals, objectives, policies, and programs; compare the previous element’s projections against actual achievement; and describe how the goals, objectives, policies, and programs in the updated element have been changed to incorporate lessons learned;
 - Describe how the City made a diligent effort to achieve public participation from all economic segments of the community in the development of the Housing Element;
 - Estimate the funds expected to accrue to the Redevelopment Agency’s Low- and Moderate-Income Housing Fund during the planning period, and describe the planned uses for those funds;
 - Create a five-year schedule of actions to achieve the goals and objectives of the Housing Element;
 - Quantify the objectives by income level for the construction, rehabilitation, and conservation of affordable housing;
 - Ensure policies and programs actively mitigate constraints to the development, improvement, and preservation of housing and promote equal housing opportunity.

Exhibit A1 - Envision Carlsbad Phase 2: **Work Program Amendment**

The document will include maps showing the location of sites identified to meet the City's housing allocation. The sites maps will be created using GIS data already possessed by D&B from the General Plan update project.

- **Draft Housing Element.** The Administrative Draft will be submitted to City staff and then revised based on a consolidated set of staff comments.
- ~~**EC3 Meeting (1).** Certain Housing Element discussions should be brought before the EC3 and/or decision makers. Meetings will discuss the following topics: introduction to Housing Element law and requirements; review of housing needs; review of housing constraints; relationship between RHNA and sites inventory; housing goals and policies; and review of the draft Housing Element. The EC3 and the community should also be afforded the opportunity to discuss topics that may be controversial such as affordable housing policies and opportunity areas for affordable and higher density housing.~~
- **Commission/City Council Review (3).** The Draft Element will then be presented to the Housing and Planning commissions and the City Council for review and comment prior HCD review.
- **HCD Review Draft.** Following the Housing/Planning Commission and City Council review, the HCD Review Draft will be prepared.

H. HCD Review. The Draft Housing Element shall be submitted to HCD for review, with the goal of gaining certification on the first iteration, but understanding that this is uncommon. Consequently, this task could include two rounds of HCD review (60 days apiece). If required, a second HCD Review Draft, with revisions in underline/strikeout format will be prepared. D&B will be responsible for further revisions to the Element to address HCD comments. All revisions will be prepared in underline/strikeout format. The budget assumes one round of revisions and resubmission to HCD.

I. Hearing Draft Housing Element. Following HCD review, the Hearing Draft of the Housing Element will be prepared. Hearings on the Housing Element will be combined with hearings of the other public review documents.

Meetings: *Housing Stakeholders Workshop (1)*

~~*Community Workshops (1)*~~

~~*EC3 Meeting (1)*~~

Housing Commission (1)

Planning Commission (1)

City Council (1)

Product: *Administrative Draft Housing Element*

HCD Review Draft Housing Element

Hearing Draft Housing Element

AMENDMENTS TO SECTION 4 – TASK 6 (Page 40)

- B. TAC Meeting.** The TAC will meet to review the Annotated Outline and provide feedback.
- C. LCP Land Use Plan Amendments (D&B).** D&B will prepare a draft LCP Land Use Plan Amendments based on the Preferred Plan, framework concepts, and key goals established in Task 3, and working drafts of General Plan elements. Policies will be written to implement the Coastal Act in a manner consistent with the Vision core values, and provide the foundation for implementation plan (which will be incorporated as part of the Zoning Ordinance). Graphics will clearly delineate the Coastal Zone and the Coastal Appealable Zone and the City's land use designations within these zones. We will review the draft LCP Land Use Plan Amendments with City staff and revise based on City staff comments.
- D. LCP Implementation Plan (D&B).** D&B will prepare a draft LCP Implementation Plan as part of the Zoning Ordinance update described in Task 7. This scope of work assumes that while Chapters 15.12, 15.16, and 18.48 of the Municipal Code are also part of the LCP Implementation Plan, they do not need to be comprehensively updated. City staff will ensure consistency between the new LCP Implementation Plan and these chapters. We will review the draft LCP Implementation Plan with City staff and revise, based on City staff comments.
- ~~**E. EC3 Review (D&B).** The EC3 will review the proposed LCP at one or two meetings.~~
- F.E. Final Plan and Certification (D&B).**
- G.F. Public Review Process Preparation.** D&B will assist City staff to prepare for the public review process, including summary materials on the Draft LCP for use in staff reports; public workshops and hearings; and briefings for key interest groups. *It is assumed the LCP will be included in the Planning Commission and City Council hearing process for the General Plan and Zoning Ordinance. Planning Commission and City Council hearings on the LCP will be held and attended concurrent with those for the General Plan and Zoning Ordinance Update.*
- **Coastal Commission Submission.** Based on City Council action and final text changes provided by City staff, we will prepare the final LCP for submission to the California Coastal Commission for certification.
 - **Coastal Commission Hearings.** See Task 10.

Meetings: *LCP update consultation with Coastal Commission staff*
TAC Meeting (1)
~~*EC3 Meeting (1)*~~
Planning Commission Hearing(1, concurrent with General Plan)
City Council Hearing(1, concurrent with General Plan)

Products: *Memo on Structure and Organizational Options*
Annotated Outline
LCP Land Use Plan Amendments
LCP Implementation Plan
LCP Maps (Land Use and Zoning)
Final Local Coastal Program for submission to the Coastal Commission

AMENDMENTS TO SECTION 4 – TASK 7 (Page 42)

- C. Stakeholder Meetings.** Stakeholders who use the existing master, specific, and other area plans will be invited to give their input at a stakeholder meeting.
- D. Consistency Evaluation and Update.** For plans that will be maintained as stand-alone documents, all policies will be reviewed for General Plan consistency, redundancy, and obsolescence. Appropriate policies, proposals, and maps and diagrams will be updated.
- E. ~~EC3 Meeting.~~** ~~A summary of proposed changes to the master, specific, and other area plans will be presented to the EC3, and their feedback solicited.~~
- F.E. Hearing Draft Master, Specific, and Area Plan Updates.** Hearing drafts of these documents will be prepared. Because these documents are being updated simply for consistency with the General Plan, no decision-maker review preceding the hearing drafts is anticipated. Note that the EIR on the General Plan and other documents would form the environmental review document for these plan updates.

Meetings: *TAC Meeting (1)*
Stakeholder Meetings
~~EC3 Meeting (1)~~

Products: *Updated Draft Master, Specific, and Area Plans*

AMENDMENTS TO SECTION 4 – TASK 8 (Page 43)

By moving from agreements on general approaches to the outline of specific regulations and then agreements on modules, our work program involves City staff and the community in the update process and generates a sense of ownership and commitment to the new regulations. Although our work program is designed to address problems that may exist throughout the entire body of current zoning regulations, the primary emphasis will be the preparation of a new code to implement the new General Plan and to meet the requirements of State law.

~~One workshop with EC3, and f~~*Four workshops with the Planning Commission will be held to review issues and options, “modules” of preliminary regulations, and key initiatives. Hearings for the Zoning Ordinance will be combined with those of the General Plan and the LCP.*

Staff Role: Staff will participate actively in this process, providing a list of zoning issues to the consultant, leading a tour focused on zoning issues, reviewing outlines, and the modules as they are prepared.

A. Background Research; Stakeholders Interviews.

- **General Plan Policy Matrix.** Prepare a summary matrix of General Plan policies and programs related to zoning and identify how they will be implemented: by use regulations, development and design standards or guidelines, development review or development incentives. Include a column in the matrix to allow for comments by and questions to staff.
- **Technical Review.** Conduct a technical review of existing zoning regulations and other applicable regulations such as the Airport Land Use Compatibility Plan. Review district requirements, supplementary provisions, site development standards, parking and loading requirements, sign regulations, administrative procedures for specific zoning approvals and for administration of the ordinance (e.g. noticing, hearing, and appeal provisions; project review and permit requirements; permit extension and amendment provisions; enforcement and abatement; and zoning text and map amendments). Identify conflicts with the General Plan and applicable requirements of State and federal law.
- **District Review.** Review the existing Zoning Map, the General Plan Land Use Diagram, and other adopted policies and guidelines; discuss with staff the purpose of different Plan designations and zoning districts, potential conflicts, and the City's approach to identifying properties that may require rezoning. Develop districts that are intuitive, relate to, and are consistent with General Plan land use designations.
- **Zoning Issues (City staff).** Prepare a list of technical zoning issues and a summary of the types of variances granted and standard conditions imposed on various types of projects for the past two to three years, based on a sample of applications reflecting conditions in the city. City staff also will identify Coastal Zone regulatory issues (e.g. standards, public access requirements, permitting problems). If certain types of variances are routinely granted, it may be appropriate to re-write the applicable standard or zoning requirement to avoid reliance on this procedure. This issues review will capitalize on previous strategic review processes, stakeholder consultation, and reports generated by City staff.

AMENDMENTS TO SECTION 4 – TASK 8 (Page 45)

- ***Issues and Options Workshop with ~~EC3~~ and Planning Commission.*** Prepare a PowerPoint presentation for a joint ~~EC3~~/Planning Commission workshop, including a list of specific zoning issues in Carlsbad (e.g. diagrams of typical standards) and examples of how peer communities may have resolved similar issues.
- ***Zoning Ordinance Annotated Outline.*** Based on City staff and Planning Commission~~EC3~~ comments on issues and options, prepare an annotated outline of the zoning regulations with a “plain English” commentary. The outline will lay out the basic structure of the Zoning Ordinance update and will be in sufficient detail to indicate what changes will need to be made to current regulations, including:
 - Number, types, and purposes of base zoning districts;
 - Overlay and special districts, and provisions for planned development;
 - Applicability of form-based approaches;
 - General purpose sections of the new ordinance, including definitions, provisions for “use classifications,” supplemental standards for certain specific uses applicable in some or all districts, administration, and enforcement;
 - The overall organization and numbering system, and procedures for amendments; and
 - Graphic illustrations of selected standards and guidelines and review procedures (by title only).
- ***Annotated Outline Review.*** Review draft Outline with City staff; revise, based on comments received. Once agreement is reached, re-organize the existing ordinance using a digital file provided by the city to follow the chapter sequence for the new ordinance and include comments on revisions needed. Include “placeholders” for new regulations.

B. Administrative Procedures.

- ***Evaluate Administrative Provisions.*** Evaluate existing administrative provisions for all zoning decisions and identify opportunities for streamlining. Processes evaluated will include: Use Permits, Coastal Development Permits, Variances, Site Development Plans, Planned Development, interpretations, zoning text and map amendments; General Plan amendments; appeals, and revocations of discretionary permits. Procedures for citizen participation in the development review process also will be evaluated. Coastal Zone and Coastal Development Permit procedures will be drafted “stand-alone” in order to facilitate Coastal Commission review.
- ***Update Definitions.*** Update definitions, including appropriate illustrations, and rules for measuring floor area ratios, and sign area and determining setbacks and encroachments, as needed (definitions and rules for measuring building heights were recently updated). Group like terms under headings to facilitate understanding of differences among terms (e.g. lot types, lot lines, residential housing types, and street types). Prepare a summary list of terms and cross-references for readers, similar to an index.

AMENDMENTS TO SECTION 4 – TASK 8 (Page 49)

- **Response to Comments and Addenda.** Assist City staff in establishing an approach to responding to comments received on the Public Review Draft Zoning Ordinance. Distinctions might be made between comments that address: 1) General Plan policies that already have been established; 2) regulatory policies that would be considered by the City Council; 3) regulatory provisions required to respond to State or federal law; and 4) concerns that are beyond the scope of the Zoning Ordinance.

We will work with City staff to review the comments received, and to decide on an approach to preparing any necessary addenda to the Draft for consideration by the City Council.

- **Adoption Hearings.** Adoption hearings are included in Task 10.

Meetings: *Kickoff staff meeting*

City tour

Stakeholder interviews

~~EC3~~ Planning Commission Workshop on Issues and Options

City staff teleconference to review ~~EC3~~ Planning Commission concerns and Annotated Outline

Planning Commission workshop on Module #1

Planning Commission workshop on Module #2

Planning Commission workshop on Module #3

TAC meeting on Administrative Draft Zoning Ordinance

Products: *Matrix of General Plan policies related to zoning*

Summary of issues from stakeholder interviews

Technical memorandum on zoning issues and options

Annotated Outline of Zoning Ordinance

Module #1: Zoning Administration—Administrative Draft and Final Version

Module #2: Use Regulations—Administrative Draft and Final Version

Module #3: Development/Design Standards—Administrative Draft and Final Version

Draft Zoning Ordinance and Map—Administrative Draft and Public Review Draft

AMENDMENTS TO SECTION 4 – TASK 10 (Pages 57-58)

TASK 10: HEARINGS AND ADOPTION

The objective of this task will be to take the Draft General Plan, LCP, Zoning Ordinance, Specific Plan and Master Plan amendments, and the EIR through public review and hearings. Given the large volume of documents that may need to go through the review and adoption process, decisions on streamlining and sequencing review (such as joint Planning Commission/City Council information sessions, or sequencing zoning adoption after policy documents have been completed) may need to be explored. Consultant is scoped to attend four of the six hearings indicated in this task.

- A. Prepare Newsletters 3 and 4 (City).** Newsletter #4 will be completed prior to the hearings, and will summarize the key features of the General Plan and other documents, and provide the hearings schedule. Newsletter #3 will be prepared mid-point between #4 and #2 (Preferred Plan), to report on progress with the various planning documents.
- ~~**B. Final EC3 Meeting.** This will be a short celebratory meeting, where hearing drafts of all of the documents will be available for EC3 review. This meeting could also be noticed as a Planning Commission meeting, so Commissioners have an opportunity to be briefed on the salient components of the various documents, as the process moves into hearings. A community open house (see sub task below) will follow the meeting.~~
- C. B. Conduct Community Open House.** Following a short presentation (immediately following the EC3 meeting, in the same room) that provides an overview and hearing dates, a community “open house” will be held, where copies of all documents will be available for community review, and community members will be invited to ask questions and offer comments at stations.
- ~~**D.C.—Adoption Hearings.** Planning Commission and City Council must consider adoption of the new General Plan, Zoning Ordinance, LCP, master, specific, and area plan updates, and certification of the Final EIR, in public hearings, following the public review period. Presentation materials for the hearings will be prepared. It is suggested that the first of these hearings be a joint meeting of the Planning Commission and the City Council. This work program anticipates two Planning Commission and two City Council hearings will be held.~~
- E. D. Coastal Commission Hearings.** D&B will attend two Coastal Commission hearings on the LCP, and attend one preparatory meeting with Coastal Commission staff.
- F. E. Adopted General Plan, Zoning Ordinance, LCP, and Master, Specific and Area Plans.** Adopted versions of these documents will be prepared, based on exact adopted map and text changes.
- G. F. Final Data Transfer.** D&B will provide the City final GIS shape files for drawings prepared in GIS, compatible with City GIS specs, especially parcel-based zoning and General Plan Land Use and LCP policy maps. Final adoption file versions will be transmitted to the City via CD, containing PDFs appropriate for printing, web publication, and distribution by CD copies, and all of the final files will also be provided in their original, editable form, compatible with City software.

H.—G. Web-enabled General Plan and Zoning Ordinance (optional). The General Plan, as well as other documents, will be designed to provide easy navigation, in hardcopy, and electronically on the Internet. A PDF document will be designed and prepared with text, images, and graphics for both print and web use. The document will be fully indexed, and searchable and hyperlinked through a table of contents and index of topics.

- **Custom Mapping.** A dynamic web-based mapping product will be prepared through ArcIMS, that allows users to create custom maps, by managing data layers and searching addresses from any standard web browser.
- **Web-Based General Plan and Zoning Ordinance.** Fully HTML coded General Plan and Zoning Ordinance, to enable these to be used in an accessible manner on the Internet will be prepared. Hyperlinks between the tables of content and the documents will be established. Map and policy links will be established, which would require collating policies that apply to certain areas (such as open space protected areas) and linking these to a map. We would need to comb through and collate all General Plan policies that have a spatial attribute and link them back to the maps. With the Zoning Ordinance, the zoning text and map will be integrated. Search and tab capabilities will be included.

Meetings: *EC3 (final meeting)*

Community Open House on Hearing Drafts

Planning Commission Hearings (23)

City Council Hearings (23)

Meetings with Coastal Commission Staff

Coastal Commission Hearings (2)

Products: *Newsletter 3 and 4*

Adopted General Plan, LCP, Zoning Ordinance, and Associated Maps

Adopted Updated Master, Specific and Area Plans

Final GIS files

Web-enabled General Plan and Zoning Ordinance (optional)

AMENDMENTS TO SECTION 5 – SCHEDULE (Page 59)

5 Schedule

The schedule proposed for Phase 2 is presented in a flow chart below on the following page. Key products and meetings are also shown. The project is proposed to be completed in two phases: City Council adoption of the General Plan (including the Housing Element) and Local Coastal Program (land use plan) is scheduled to occur in March 2013. City Council adoption of the Zoning Ordinance and Local Coastal Program (implementing plan) is scheduled to occur in December 2013. We propose a 26-month schedule leading to public review drafts of all products, with an additional 2.5 months for 45-day public review of the Draft EIR, and preparation of the Final EIR. Thus, adoption hearings can commence after month 29; this means that if the project commences August 2010, the Final EIR will be completed January 2013, enabling hearings to commence by February 2013. Assuming two to four months of Planning Commission, Coastal Commission, and City Council hearings, this represents a 30- to 32-month schedule leading to adoption of all documents. The EC3's last meeting would be October or November 2012.

While the schedule can be tightened, given the volume of documents, number of reviewing bodies, and community outreach, a schedule that is more aggressive may not provide adequate time for informed discussion. With that stated, we believe this proposed schedule balances time requirements for thorough analysis and public input opportunities with City needs for timely project completion, and will enable EC3 to stay involved, interested, and supportive of the various components of the project. We can, however, modify the schedule to meet City goals and work around staff or decision-maker time constraints.

AMENDMENTS TO SECTION 5 – MASTER SCHEDULE (Page 61)

See attached

AMENDMENTS TO SECTION 6 – BUDGET (Page 63)**6 Budget**

The tables on the following pages explain the proposed budget in detail: Hours by Person by Task, and Budget by Person by Task, for all firms. One item (web-enabled General Plan and Zoning Ordinance) is shown as optional to enable the City to choose whether to include it.

We will complete the base proposed work program within a guaranteed maximum fee of ~~\$1,395,340~~\$1,344,496.30. The optional task (web-enabled General Plan and Zoning Ordinance) costs \$47,140; with the optional task included, the total budget would be ~~\$1,442,480~~\$1,391,636.30. These fees include all personnel costs, subcontractors' costs, and direct costs, and delivery of products identified in the work program. Subcontractors' costs and direct costs will be billed with no administrative markup or handling fee. This budget assumes that the City will be responsible for preparing multiple copies of reports (with the exception of the EIR, for which 20 copies are specified), printing of newsletter, and mailing of the newsletter/survey to the public. The following items should be noted for the budget:

- As explained in the scope and in the Staff Role text, updating of the master, specific, and area plans will primarily be a staff responsibility. Our budget allocates only \$23,310 for consultant support on this task.
- The budget includes consultant team attendance at up to ~~2511~~2511 EC3 meetings; we believe that the consultant Principal should attend all of these meetings to enable continuity.
- The scope and graphics show a total of ~~1722~~1722 meetings and hearings of the Planning Commission, Housing Commission, Coastal Commission, or City Council. We have budgeted consultant attendance at ~~10 of the 1716 meetings/hearings (14 City meetings/hearings and 2 Coastal Commission hearings); six prior to hearings, and four during the hearings phase.~~10 of the 1722 meetings/hearings (14 City meetings/hearings and 2 Coastal Commission hearings); six prior to hearings, and four during the hearings phase. We assume staff will lead/attend the remaining 6 meetings. Consultant attendance is budgeted at ~~and any "additional meetings (as needed)" or hearings up to the budgeted amount.~~
- The consultant team will attend up to ~~407~~407 community workshops/open houses, as well as conduct zoning stakeholder interviews. A small allowance is also built in for neighborhood outreach and meetings with other boards and commissions. If staff conducts additional outreach, synthesized notes will be provided to the consulting team.
- ~~A survey is included in this scope. Three options are presented, costs for which would range from about \$15,000 to \$25,000; for the sake of planning, our budget assumes \$20,000 for this task (\$15,000 for BW Research and \$5,000 for D&B).~~
- ~~Given the complex work program with multiple components, it may be prudent to budget a contingency (about five to ten percent), which would be used only upon staff authorization for additional tasks not included in the anticipated Scope of Work.~~

























































































We are flexible with the budget and the scope, and will work with staff to meeting any budgetary constraints the City may have.

AMENDMENTS TO SECTION 6 – BUDGET BY TASK (Page 67)

See attached.

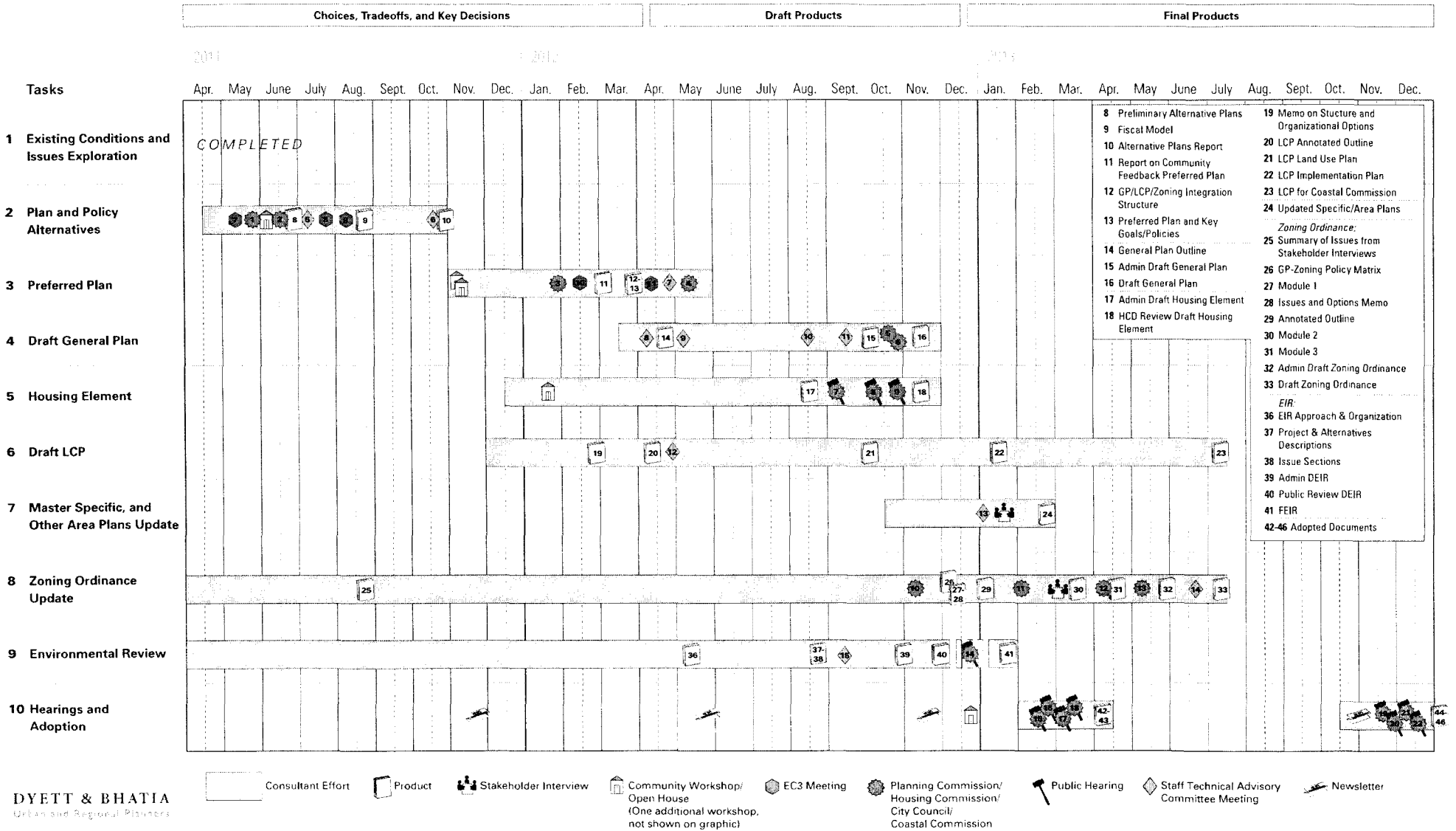
Envision Carlsbad Phase 2 Task Summary, Public Participation, and Products

City of Carlsbad General Plan, LCP, and Zoning Ordinance Update

	Task 1 Existing Conditions and Issues Exploration	Task 2 Plan and Policy Alternatives	Task 3 Preferred Plan	Task 4 Draft General Plan	Task 5 Housing Element	Task 6 Draft Local Coastal Program	Task 7 Master Specific, and Other Area Plans Update	Task 8 Zoning Ordinance Update	Task 9 Environmental Review	Task 10 Hearings and Adoption
Summary:	Detailed research and technical data gathering corresponding to the subject matter addressed by the vision core values will be conducted and assembled in the form of working papers. Working papers will be presented and discussed during a series of topic-specific EC3 working sessions.	Ideas regarding applying the Vision to existing conditions will be translated into alternative land use and transportation plans for consideration and discussion by the EC3 and the public.	A Preferred Plan will be developed and refined in collaboration with the community and decision-makers, including four community workshops. Much of the focus of choosing a Preferred Plan will revolve around satisfying the Vision core values and achieving a balanced mix of land uses based on identified need. Key policies will be defined. Choices and tradeoffs will be discussed regarding the integration of the General Plan, LCP, Zoning, and Specific and Master Plans.	The Preferred Land Use Plan and Key Policies will be combined and expanded into a Draft General Plan. General Plan chapters are likely to closely correspond with the Vision core values.	In this task, the Carlsbad Housing Element will be updated in conjunction with the update of the rest of the General Plan, to ensure information and policies are fully integrated and consistent.	The Draft Local Coastal Program (LCP) will be prepared. Rather than duplicating information, the LCP will be designed primarily as a tool for navigating the General Plan and the Zoning Ordinance in order to find all the necessary components of the LCP.	In this task, existing specific/area plans will be evaluated for consistency with the updated General Plan, LCP, and Zoning Ordinance. Based on this evaluation, they will be either amended to be consistent with or consolidated into the updated General Plan, LCP, and Zoning Ordinance, or eliminated if unnecessary.	The Carlsbad Zoning Ordinance (Title 21 of the Municipal Code) will be updated to reflect the new General Plan, and ensure consistency with current practices and state and federal law. It also includes increasing the clarity and integration of LCP components of the Zoning Ordinance, and developing new tools for navigation of the ordinance (including web approaches).	A comprehensive program Environmental Impact Report (EIR) will be prepared. The EIR will fulfill CEQA requirements for the updated General Plan, LCP, Specific/Area Plan updates, and Zoning Ordinance. Impact assessment will be conducted parallel to Plan preparation so that mitigation can be built-in to the Plan as policies, rather than added-on as "mitigation." We will use the most current CEQA guidelines for each issue area, including global warming and GHGs.	Draft documents will be taken through the hearing process and undergo certification (in the case of the EIR) and adoption (for planning and zoning documents).
Meetings:	 Working Papers Review	 Brainstorming on Alternatives	 Preferred Plan Policy Review				 Stakeholder Meetings	 Stakeholder Interviews	 Scoping	 Open House
Public:	 Barrio	 Development Community	 Workshops		 Stakeholder Workshop					
Decision Makers:		  PC CC	  PC CC	  PC PC	   HC PC CC			    PC PC PC PC	 PC	    PC PC PC CC CC CC CC Coastal
Technical Advisory:	    1 2 3 4	  5 6	 7	    8 9 10 11		 12	 13	 14	 15	
Products:	       1 2 3 4 5 6 7 Working Papers: 1 Sustainability 2 Local Economy, Business Diversity, and Tourism 3 Open Space and the Natural Environment, Access to Recreation and Active, Healthy Lifestyles 4 History, the Arts, Cultural Resources, High Quality Education, Community Services 5 Walking, Biking, Public Transportation, and Connectivity 6 Small Town Feel, Beach Community Character, Connectedness, Neighborhood Revitalization, Community Design, Livability 7 Memo on Key Results of Barrio Workshops	   8 9 10 8 Preliminary Alternative Plans 9 Fiscal Model 10 Alternative Plans Workbook	   11 12 13 11 Report on Community Feedback Preferred Plan 12 GP/LCP/Zoning Integration Structure 13 Preferred Plan and Key Goals/Policies	   14 15 16 14 General Plan Outline 15 Admin Draft General Plan 16 Draft General Plan	  17 18 17 Admin Draft Housing Element 18 HCD Review Draft Housing Element	     19 20 21 22 23 19 Memo on Structure and Organizational Options 20 LCP Annotated Outline 21 LCP Land Use Plan 22 LCP Implementation Plan 23 LCP to Coastal Commission	 24 24 Updated Specific/Area Plans	         25 26 27 28 29 30 31 32 33 25 Summary of Issues from Stakeholder Interviews 26 GP-Zoning Matrix 27 Module 1 28 Issues and Options Memo 29 Annotated Outline 30 Module 2 31 Module 3 32 Admin Draft Zoning Ordinance 34 Draft Zoning Ordinance	       34 35 36 37 38 39 40 41 34 Notice of Preparation 35 Memo on Scoping Comments 36 EIR Approach & Organization 37 Draft EIR Project & Alternatives Descriptions 38 Issues Sections 39 Admin DEIR 40 Public Review DEIR 41 FEIR	    42 43 44 45 46 42-46 Adopted Documents
	1 Additional meetings are budgeted, but are not shown on this graphic. 2 Consultant to attend 16 meetings only. 3 Consultant not present.									

Envision Carlsbad Phase 2 Master Schedule

City of Carlsbad General Plan, LCP, and Zoning Ordinance Update



Budget Detail for City of Carlsbad General Plan/Zoning Ordinance/LCP Update Phase 2:

REVISED BUDGET

	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8	Task 9	Task 10		Public Meeting											
	Existing Conditions & Issues Exploration	Plan and Policy Alternatives	Preferred Plan	Draft General Plan	Draft Housing Element	Draft LCP	Master, Specific, and Other Area Plans Update	Draft Zoning Ordinance (including stakeholder meetings)	Environmental Review (Draft and Final EIR)	Hearings and Adoption (incl. adopted plans)	Sub-total	Community Workshops/Open Houses (8)	Survey	Neighborhood/Key Group Briefings (as needed w/in budget)	EC3 Meetings (11)	Commission/Council Meetings/Hearings (14)	Meetings with Other Agencies, Boards, and Commissions (incl. Coastal Commission)	Document Preparation for Web	Additional Meetings (as needed)	Sub-total	Total		
Budget Totals:																							
Dyett & Bhacia	\$ 121,487.07	\$ 80,120.00	\$ 40,910.00	\$ 139,390.00	\$ 84,250.00	\$ 47,510.00	\$ 23,160.00	\$ 243,500.00	\$ 95,050.00	\$ 18,650.00	\$ 894,027.07	\$35,647.50	\$ -	\$ 5,640.00	\$25,990.80	\$28,660.00	\$ 6,200.00	\$ 4,750.00	\$7,700.00	\$ 114,588.30	\$1,008,615.37		
Direct Cost	\$ 1,992.93	\$ 2,800.00	\$ 600.00	\$ 1,000.00	\$ 250.00	\$ 320.00	\$ 150.00	\$ 1,500.00	\$ 2,200.00	\$ 250.00	\$ 11,062.93	\$ 2,300.00	\$ -	\$ 1,000.00	\$ 6,688.00	\$ 7,000.00	\$ 1,800.00	\$ 100.00	\$1,200.00	\$ 20,088.00	\$ 31,150.93		
Subconsultants:																							
Dudek	\$ 20,740.00	\$ 2,800.00	\$ 1,460.00	\$ 3,490.00	\$ -	\$ -	\$ -	\$ -	\$ 86,630.00	\$ -	\$ 115,120.00	\$ 1,200.00	\$ -	\$ -	\$ 1,200.00	\$ 3,320.00	\$ -	\$ -	\$ -	\$ 5,720.00	\$ 120,840.00		
Fehr & Peers	\$ 28,850.00	\$ 31,790.00	\$ 12,220.00	\$ 11,660.00	\$ -	\$ -	\$ -	\$ -	\$ 18,370.00	\$ -	\$ 102,890.00	\$ -	\$ -	\$ -	\$ 1,500.00	\$ 1,550.00	\$ -	\$ -	\$ -	\$ 3,050.00	\$ 105,940.00		
RSG	\$ 21,760.00	\$ 36,350.00	\$ -	\$ 17,500.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,610.00	\$ -	\$ -	\$ -	\$ 1,170.00	\$ 1,170.00	\$ -	\$ -	\$ -	\$ 2,340.00	\$ 77,950.00		
BW Research	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Total Budgets by Task	\$ 194,830.00	\$ 153,860.00	\$ 55,190.00	\$ 173,040.00	\$ 84,500.00	\$ 47,830.00	\$ 23,310.00	\$ 245,000.00	\$ 202,250.00	\$ 18,900.00	\$ 1,198,710.00	\$39,147.50	\$ -	\$ 6,640.00	\$36,548.80	\$41,700.00	\$ 8,000.00	\$ 4,850.00	\$8,900.00	\$ 145,786.30	\$1,344,496.30		
																				Reduction	\$ 50,843.70		

ORIGINAL BUDGET

	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8	Task 9	Task 10		Public Meeting									
	Existing Conditions & Issues Exploration	Plan and Policy Alternatives	Preferred Plan	Draft General Plan	Draft Housing Element	Draft LCP	Master, Specific, and Other Area Plans Update	Draft Zoning Ordinance (including stakeholder meetings)	Environmental Review (Draft and Final EIR)	Hearings and Adoption (incl. adopted plans)	Sub-total	Community Workshops/Open Houses (10)	Survey	Neighborhood/Key Group Briefings (as needed w/in budget)	EC3 Meetings (25)	Commission / Council Meetings/Hearings (10)	Meetings with Other Agencies, Boards, and Commissions (incl. Coastal Commission)	Document Preparation for Web		Sub-total	Total
Budget Totals:																					
Dyett & Bhatia	\$ 121,487.07	\$ 80,120.00	\$ 40,910.00	\$ 139,390.00	\$ 84,250.00	\$ 47,510.00	\$ 23,160.00	\$ 243,500.00	\$ 95,050.00	\$ 18,650.00	\$ 894,027.07	\$ 41,175.00	\$ 4,900.00	\$ 5,640.00	\$ 59,070.00	\$ 20,660.00	\$ 6,200.00	\$ 4,750.00	\$ -	\$ 142,395.00	\$ 1,036,422.07
Direct Cost	\$ 1,992.93	\$ 2,800.00	\$ 600.00	\$ 1,000.00	\$ 250.00	\$ 320.00	\$ 150.00	\$ 1,500.00	\$ 2,200.00	\$ 250.00	\$ 11,062.93	\$ 3,500.00	\$ 25.00	\$ 1,000.00	\$ 15,200.00	\$ 4,500.00	\$ 1,800.00	\$ 100.00	\$ -	\$ 26,125.00	\$ 37,187.93
Subconsultants:																					
Dudek	\$ 20,740.00	\$ 2,800.00	\$ 1,460.00	\$ 3,490.00	\$ -	\$ -	\$ -	\$ -	\$ 86,630.00	\$ -	\$ 115,120.00	\$ 1,200.00	\$ -	\$ -	\$ 3,600.00	\$ 2,520.00	\$ -	\$ -	\$ -	\$ 7,320.00	\$ 122,440.00
Fehr & Peers	\$ 28,850.00	\$ 31,790.00	\$ 12,220.00	\$ 11,660.00	\$ -	\$ -	\$ -	\$ -	\$ 18,370.00	\$ -	\$ 102,890.00	\$ -	\$ -	\$ -	\$ 2,400.00	\$ 1,050.00	\$ -	\$ -	\$ -	\$ 3,450.00	\$ 106,340.00
RSG	\$ 21,760.00	\$ 36,350.00	\$ -	\$ 17,500.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,610.00	\$ -	\$ -	\$ -	\$ 1,170.00	\$ 1,170.00	\$ -	\$ -	\$ -	\$ 2,340.00	\$ 77,950.00
BW Research	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000.00	\$ 15,000.00
Total Budgets by Task	\$ 194,830.00	\$ 153,860.00	\$ 55,190.00	\$ 173,040.00	\$ 84,500.00	\$ 47,830.00	\$ 23,310.00	\$ 245,000.00	\$ 202,250.00	\$ 18,900.00	\$ 1,198,710.00	\$ 45,875.00	\$ 19,925.00	\$ 6,640.00	\$ 81,440.00	\$ 29,900.00	\$ 8,000.00	\$ 4,850.00	\$ -	\$ 196,630.00	\$ 1,395,340.00

Exhibit 2
Envision Carlsbad Phase 2 Work Program
Summary of Changes
(Changes shown in strike-out & underline text)

Task No.	Task	Timeframe	Workshops Community/ Stakeholder Meetings	EC3 Meetings	Decision-Maker Meetings/ Hearings	Notes
1	Existing Conditions/ Issues Exploration	Completed in March 2011	1 Barrio Workshop	6		
2	Plan/Policy Alternatives	Apr – Nov Oct 2011	1 Development Stakeholder Workshop	3	1 joint CC/PC <u>1 PC</u> <u>1 CC</u>	Joint CC/PC meeting separated into two meetings; one PC meeting to brainstorm alternatives and one CC meeting to provide a status update.
3	Preferred Plan	Nov Oct 2011 – Aug <u>May</u> 2012	42 Community Workshops (1 optional Barrio Wksp)	2	1 PC 1 CC	Community wide survey will be replaced with a web-based community outreach
4	Draft General Plan	Jul Mar 2012 – May-2013 Nov 2012		4	<u>2 PC</u>	Replace 4 EC3 meetings with 2 PC meetings
5	Draft Housing Element	Dec Nov 2011 – Jun <u>Mar</u> 2013	1 Stakeholder Workshop 1 Community wksp	4	1 HC 1 PC 1 CC	
6	Draft Local Coastal Program	Dec 2011 – Nov <u>Jun</u> 2013		4		
7	Master & Specific Plan Updates	Feb 2013 <u>Sep 2012</u> – July <u>Feb</u> 2013	1 Stakeholder Workshop	4		Stakeholder workshop will be staff led – not included in total number of wksp in program budget.
8	Draft Zoning Ordinance	Jan 2011 – Nov <u>Jun</u> 2013	1 Stakeholder Interviews	4	4 PC	
9	Environmental Impact Report	Dec 2010 – Feb-2014 Jan 2013	1 Scoping meeting		1 PC	
10	Hearings/ adoption	Apr 2014 – May 2014 <u>March 2013</u> (GP, HE, LCP LUP) <u>Dec 2013</u> (ZC/MP/SP/LCP-IP)	1 Community Open House	4	23 PC <u>23 CC</u>	The program schedule includes two meetings with the CCC after CC hearings and adoption; since CCC meetings occur after the city's final action, the CCC meetings are not shown in this list of meetings.
Meeting Subtotal			429	2011	4520	
Additional Meetings			(see notes)	5	(see notes)	5 "floating" EC3 meetings have been reallocated for additional CC & PC meetings, and for future "additional meetings, as needed".

Key:

CC – City Council
GP – General Plan
IP – Implementing Plan
MP/SP – Master Plans/Specific Plans

CCC – Coastal Commission
HC – Housing Commission
LCP – Local Coastal Program
PC – Planning Commission

EC3 – Envision Carlsbad Citizens Committee
HE – Housing Element
LUP – Land Use Plan
ZC – Zoning Code

Exhibit 2 -Envision Carlsbad Phase 2 Work Program**Summary of Changes**

Page | 2

PROJECT SAVINGS

TIME SAVINGS		
4 ½ months overall (GP, HE adopted ~14 months sooner)		
OVERALL COST SAVINGS		
	Current Budget	Estimated Cost Savings
Dyett & Bhatia Professional Services Agreement	\$1,395,340	(\$50,843.70)
Meeting facilitation, temporary staff	\$62,500	(\$46,000)
Advertising, printing, public outreach budget	\$64,500	(\$43,000)
Total Estimated Cost Savings		(\$139,843.70)

Key:

CC – City Council

GP –General Plan

IP – Implementing Plan

MP/SP – Master Plans/Specific Plans

CCC – Coastal Commission

HC – Housing Commission

LCP – Local Coastal Program

PC – Planning Commission

EC3 – Envision Carlsbad Citizens Committee

HE – Housing Element

LUP - Land Use Plan

ZC – Zoning Code